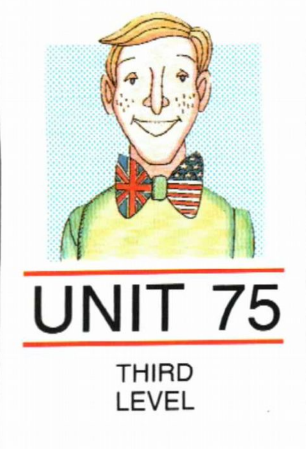
Los negocios son los negocios

Astucia, previsión y sentido estratégico son algunas de las dotes necesarias para moverse con éxito en el mundo de los negocios. Se dará cuenta de ello leyendo los sucesos que acontecen en el curso de esta Unidad, ambientada en una gran empresa inglesa que está a punto de lanzar dos productos nuevos. Si bien la naturaleza de los productos quedará en secreto, en cambio se revelarán las tramas que se esconden detrás de la operación. En un enredo de traiciones y de complicidades, se oculta nada menos que la amenaza de la compra de la empresa por parte de la competencia.
Naturalmente, en este contexto de intrigas podrá aprender una notable cantidad de términos propios del inglés financiero y, entre un estudio de mercado y una operación de Bolsa, tendrá la posibilidad de concentrarse en nuevos aspectos gramaticales, como la función de la conjunción 'whether', el uso de 'need' con el gerundio y el significado de algunos prefijos. También la sección Reading le hablará de negocios, con un fragmento de la novela «Nicholas Nickleby», del gran escritor Charles Dickens.



UNIT 75

THIRD LEVEL

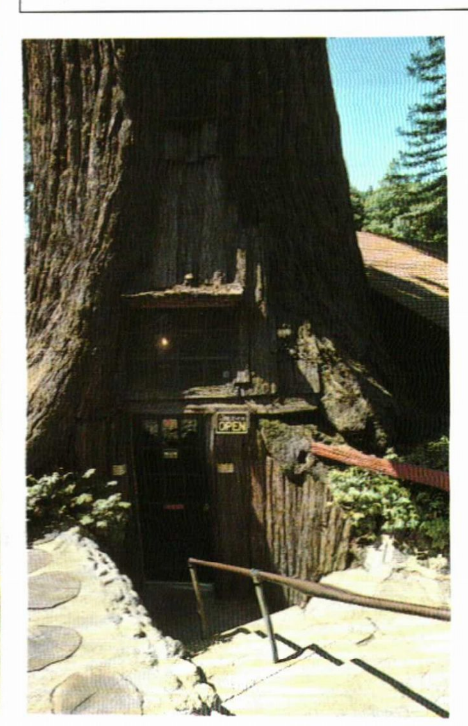


The problem with Hawkswell

Hawkswell International is a large company headed by Sir Francis Pending. Sir Francis' son-in-law, Peter, is the marketing manager of the firm, and at the moment he is involved in organizing some market research for two new products, the Lx 780 and the Xp 850, which he wants to launch onto the market as soon as possible. Unfortunately there are one or two problems...

Peter meets one of the managers of Lebrad, a market research institute, and later





De norte a sur, el reino de la secuoya

En un tiempo los bosques de secuoyas cubrían vastas áreas de todo el hemisferio septentrional; hoy día sólo se puede admirar su esplendor intacto en algunas zonas de California, en virtud de una previsora política de protección iniciada hace más de un siglo. En el norte del estado, a lo largo de la cadena costera, se extiende el Redwood National Park (sobre estas líneas). En el clima húmedo y brumoso de esta zona crece una variedad de secuoya, de tronco esbelto y oscuro, que alcanza alturas extraordinarias. Muy diferente es la secuoya gigante, localizada más al sur, en el Sequoia National Park (foto de al lado), en Sierra Nevada (foto superior). Se la reconoce por la corteza rojo-marrón y es extremadamente longeva. Algunos ejemplares, de dos mil o tres mil años de antigüedad, son denominados con los nombres de famosos generales: General Sherman Tree, General Grant Tree, General Robert Edward Lee Tree.

reports back to his father-in-law. You'll be able to hear their conversation in this part of the Speaking section. When he reports back, he has to tell Sir Francis about the questions he asked the man at Lebrand.

If you look closely at the way he does this, you'll notice that he uses a word which you haven't seen before: **whether**. In fact, when you want to put a question into reported speech in English, there's more than one way to do it. If the original question doesn't start with a question word, you can use either **if** or **whether:**

I asked him if he would be able to get a preliminary report to us by August;

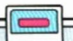
I asked him whether he would be able to get a preliminary report to us by August.

Notice, however, that this choice isn't always open to you: when the original question offers two or more alternatives, and all alternatives are mentioned, **whether** is usually used: **I asked him whether it would be ready in August or in September.**

In addition, remember that you have to use **whether** after a preposition, before an infinitive or after certain verbs (**to discuss**, for example): **I'm a little worried about whether he'll be able to do it; I'm not sure whether to tell you this; We discussed whether to launch the product in September or October.**

As you can see, **whether** is an extremely useful little word. You can find out more about its use in reported questions and other kinds of sentences by looking at the GRAMMAR section.





Surveys and takeovers

Peter, the marketing manager at Hawkswell International, has gone to a market research institute, Lebrand, to find out about a survey they're doing for two new Hawkswell products. Look carefully at the questions Peter asks the man at Lebrand's:

How long is this study going to take? ___

Well, we should be able to get everything finished in about three months. ___

Mmm. Isn't there any way you can speed things up a little? We really wanted to get this product onto the market in October. ___

I'll see what I can do, but I can't make any promises at this point. The real problem is that there is a lot of competition in this sector of the market at the moment, and the situation is a little confused. There are also rumours of a number of major takeovers. ___

Can't you get a preliminary report to us by August? ___

That might be a possibility. I'll have a word with the head of our qualitative research department and let you know tomorrow. Would you like me to arrange a meeting with him for you? ___

Yes, that might be an idea. ___

Later, Peter reports back to Sir Francis, managing director of Hawkswell and his father-in-law. Look closely at the way Peter tells Sir Francis about the questions he asked the man at Lebrand's:

Ah, there you are Peter. How did your meeting at Lebrand's go this morning? ___

Not too bad. I suppose. I asked Anderson how long the study would take to complete, and he said three months. ___

Why so long? ___

He explained that the situation in this particular sector was rather confused at the moment. Apparently, there's even some talk of takeovers. I asked him whether he would be able to get a preliminary report to us by August, and he said he would have a word with the head of the qualitative research department. I might be having a meeting with him next weel. But to be honest I'm a little worried about whether we'll be able to go ahead with the product launch in October or not. ___

I see. ___

You don't seem very worried about it. ___

Mmm. Look, I'm not sure whether to tell you this or not, Peter, but as you're my son-in-law as well as the marketing manager, I think I should. I'm afraid that product launch will never take place. ___

What? But just last month you told me that this product has got to be launched in October whether the research is finished or not! ___

I know, I know. But something else has happened since then. The man at Lebrand was right. There are going to be some takeovers. I just got off the phone with a friend of mine at Cooper Smith Incorporated. He told me — and this is just between you and me— that they're preparing one now. ___

That doesn't surprise me. Who are they going to take over? ___

Us, Peter. They want us. ___

My God! What are we going to do? ___

Look, I'm going to be honest with you. There's no way this company can fight Cooper Smith. We just haven't got the financial muscle. But what we can do is look after ourselves, so that you and I don't end up without a job. Now listen. Here's the plan... ___

A meeting of the board

Sir Francis has called a meeting of the board to discuss the product launches. Look closely at the way the speakers use 'quantity words' like **both, either** and **some**. Then listen to the conversation on the cassette and repeat the sentences:

Let's move on to the next item on the agenda. New product launches. I think Peter has something to say about these. ___

Yes. As you know, we planned to lauch both the Lx 780 and the Xp 850 onto the market in October. Unfortunately, however, the market survey report for both these products won't be ready until the beginning of September. ___

The beginning of September! How can we get the products into the shops for Christmas if we don't have the market research report until September? ___

My thoughts exactly. I asked Anderson whether it would be possible to let us have a preliminary report before then, and he said he would see what he can do. ___

No, no, no. I'm sorry, Sir Francis, but we just can't let this happen. Our profits are plummeting at the moment. Even if we can't get both onto the market in time, at least let's try to get one onto the market. If we don't, the company will be heading for disaster. ___

I take your point, Mrs Harmon, but you know as well as I do that a product launch cannot be rushed. If we fail with the Lx 780 and the Xp 850, it will be an even bigger disaster for the company. ___

Are you trying to tell me that neither will appear before Christmas? ___

I'm afraid so. ___

But, Sir Francis. Cooper Smith are already advertising their new range. We have to fight back or we're going to lose our market share in this sector. ___

Peter. What do you think? Is it at all possible to speed things up? ___

Well, it's not going to be easy. I can call Anderson again this afternoon and ask him, but I'm not very hopeful, I'm afraid. ___

Well, do what you can. Ah, here's Sheila with coffee. If you'd like some, help yourselves. Please excuse me a moment, I want to make a couple of phone calls. Peter, could I have a word with you in my office, please? ___

There's something very strange going on here, Margaret. ___

I know what you mean. Sir Francis and his son-in-law don't look very worried at all about the situation. I think there's something they're not telling us. ___

What do you mean? Sir Francis and Peter have always been loyal to the company. ___

I know, but if I have to be frank, I don't really trust either. ___

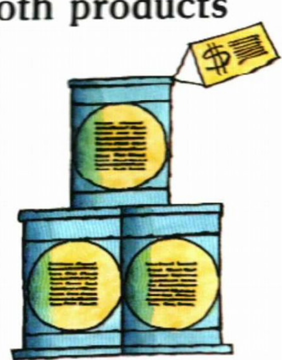
Why? ___

You know who Sir Francis' best friend is, don't you? ___

No. ___

William Greely. The company accountant at Cooper Smith Incorporated. And Peter was with them before he came to us. I don't like it. I don't like it at all. ___

Launching both products



In the past, you've dealt with a number or words, like **both, one, some, any, either** and **neither**, which talk about quantity.

But these words don't only appear in front of nouns and pronouns (**both the managers, both of the managers, both of them**). They can be also be used on their own. Look at this sentence, for example, spoken by the first woman:

Even if we can't get both onto the market in time, at least let's try to get one onto the market.

Here she uses **both** and **one** as pronouns and she can do this because it is clear from the context what she is referring to (as you may have noticed, previously Peter has mentioned two products, the Lx 780 and the Xp 850). Later on, she uses **neither** in the same way:

Are you telling me that neither will appear before Christmas?

And Sir Francis does the same thing with **some: If you'd like some, help yourselves**. Again, it is clear what he is referring to, because in the sentence before he mentions the fact that his secretary has arrived with the coffee.

You'll be able to find a fuller explanation of the use of 'quantity words' as pronouns in the GRAMMAR section.

Finally, notice the way that Peter uses the simple past tense:

We planned to launch both the Lx 780 and the Xp 850 onto the market in October.

This is a good example of how the simple past tense is used even when there isn't a clear reference to a specific point in the past. He can do it because everybody in the room knows when they planned the product launch (presumably at a meeting wich took place at some point in the past).

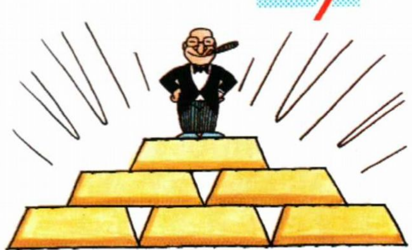
A bank account in Zurich

While you are following Sir Francis in his intricate plots, you'll probably notice that he uses **need** in a rather strange way, putting a gerund after it. When he goes to his stockbroker, for example, he says: **There's something that needs doing**. What does this mean?

Need, as you know, can express the idea of obligation, and in this sense is a synonym of **to have to**. When it is followed by a gerund like this, it has a passive sense. In fact, the gerund that follows has more or less the same meaning as a passive infinitive. Sir Francis could quite easily have said, in fact: **There's something that needs to be done.**

Need isn't the only verb that can be used in this way. In British English, **to want** can also be followed by a gerund: **There's something that wants doing; Sir Francis wants shooting.**

And even **to require** can be found in sentences like this, although it is a little rarer, and rather formal. **Do your shoes require cleaning, Sir Francis?**



Once again, you can find all the information you need in the GRAMMAR section.

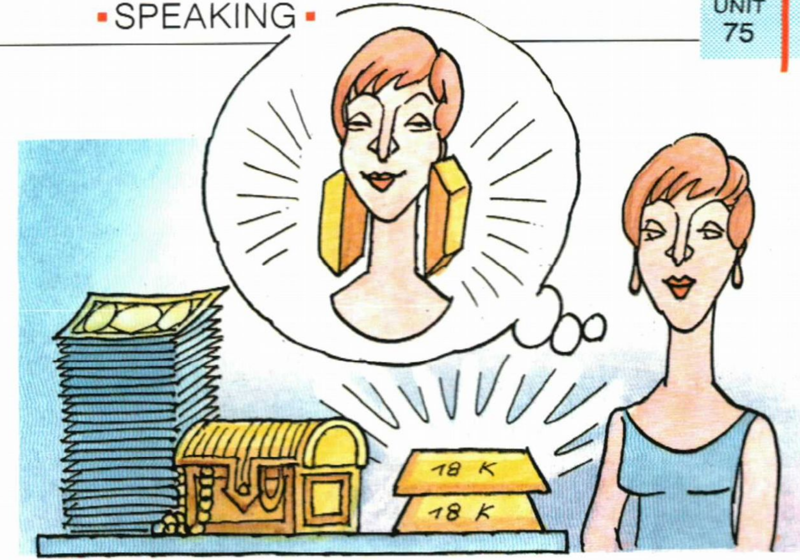
Sir Francis' conversation with his bank manager contains some useful vocabulary. **Branch**, for example, is a particular office of an organization or a company, so **the Zurich branch** would be the office of the bank in Zurich, while **to draw up** means more or less the same as **to prepare.**

Fishy business

Sir Francis makes an important phone call from his office at Hawkswell International, and then goes to see his stockbroker, an American gentleman named Teddy. Notice the way he uses **need** with a gerund:

Good morning, Uriah. This is Sir Francis Pending of Hawkswell. How are you? ___
Fine, thank you, Sir Francis. How can I help you? ___
Well, there's something I'd like you to do. But I have to warn you first of all that I don't want anybody else to know about it. ___
Of course, Sir Francis. ___
Good. I'd like you to transfer all the funds in my bank accounts to your branch in Zurich. I've already opened an account there, so you shouldn't have any problems. ___
All the funds? ___
That's right Uriach. All of them. From all three accounts. ___
You do realize, don't you, that there are certain documents that need signing before we can transfer such a large sum abroad, sir? ___
Yes, I know. Don't worry. If you get them drawn up I'll come along at midday to sign them. ___
Very well, sir. ___
Oh, and Uriah. ___
Yes, sir? ___
I've sent a little something round to your house in Hampstead. Let's call it a parting gift. ___
Thank you, sir. You're very kind. I'll get the documents drawn un immediately, sir. ___
Thank you, Uriah. Goodbye. ___
Goodbye, Sir Francis. ___
Hello, Teddy, how are you? ___
Sir Francis! Long time no see, eh? How are things over at Hawkswell? ___
Well, actually, that's what I wanted to talk to you about, Teddy. Do you mind if I close the door? ___
No, not at all. ___
Hawkswell's going to be taken over, Teddy. By Cooper Smith Incorporated. ___
Geez! How do you know? ___
A little inside information. But I'm the only one who knows. ___
I see. I think I know what you're about to ask me. ___
That's right, Teddy. There's something that needs doing, and there could be a lot of money in it. For both of us. I want you to buy as many Hawkswell shares as you can — but don't let anybody know who's doing the buying. As soon as news of the takeover reaches the market, the shares will double, or perhaps even treble in price. I know this because everybody at Hawkswell — apart from Peter and I — will fight to the end to stop the takeover taking place. When prices peak, sell the stock to Cooper Smith for the highest price you can get. ___
Et tu Brute, eh, Sir Francis? Do you have a contact at Cooper Smith? ___
Yes. William Greeley. He's the company accountant. ___
And what will you be doing while I'm doing all this? ___
I'll be flying to Switzerland with Peter and the rest of the family. ___
Your are a sly one, Sir Francis. Okay, I'll sell all your investments — and most of mine — and invest in some Hawkswell stock. ___
Thank you, Teddy. ___
Thank you, Sir Francis. Now. How about lunch? ___

Incredible and impossible



What do all these words have in common: **unloyal, impossible, incredible, disinvest, undervalued, nonsense, rebuild, misplaced, precaution, subconscious, multinational** and **semi-official?**

The answer, of course, is that they all begin with prefixes.

Prefixes are 'particles' which are put at the begining of words to change their meanings. Sometimes they are the same as, or very similar to, the prefixes you find in Spanish: *im-* for example. At other times, they are different.

In the conversation that takes place between the two women at Hawkswell, which you'll find in this part of the SPEAKING section, there's a group of prefixes which give a word a negative meaning: the *im-* at the beginning of **impossible** is an example, as is the *in-* at the beginning of **incredible**. The others are *dis-* and *non-* (in **disloyal, disinvest** and **nonsense**). These aren't the only prefixes which give a negative sense to words, of course, as you'll be able to see in the GRAMMAR section.

There are other prefixes used in the dialogue, too. The *under* of **undervalued**, for example, which you shouldn't have any difficulty in understanding, the *pre-* of **precaution**, which means **before**, the *re-* of **rebuild**, which means **again**, and the *sub-* of **subconscious**, which means **under.**

These aren't all the prefixes you find in English, of course (there are dozens of them!), and we'll be dealing with others as they come up in the course of this Level. In any case, you'll be able to find a list of them in any good dictionary.

The use of these prefixes is dealt with fully in the GRAMMAR section, of course.

Sir Francis makes his move

Before you listen to the dialogue on cassette, have a look at it and try to find the words which start with prefixes. Then listen and repeat:

Margaret! Margaret! Have you heard the news? ___

What news? ___

Someone's sold Cooper Smith nearly fifteen percent of Hawkswell's stock. They now have 54 percent. They've done it, Margaret! They've taken us over! ___

I know, Jan, I know. And I also know who sold them the stock. It was Sir Francis. ___

Sir Francis! My god, no! That's impossible! ___

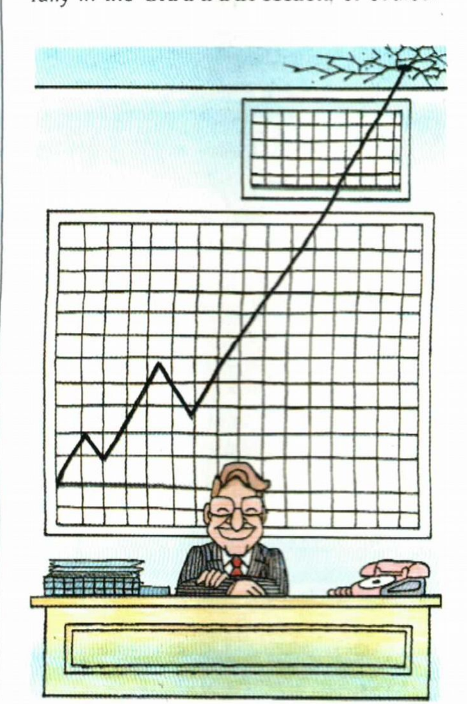
No, it's not, Jan. It's perfectly possible. In fact it's already happened. I knew my subconscious was telling me something the other day during that meeting. I knew he was being disloyal to the company. I just knew it. ___

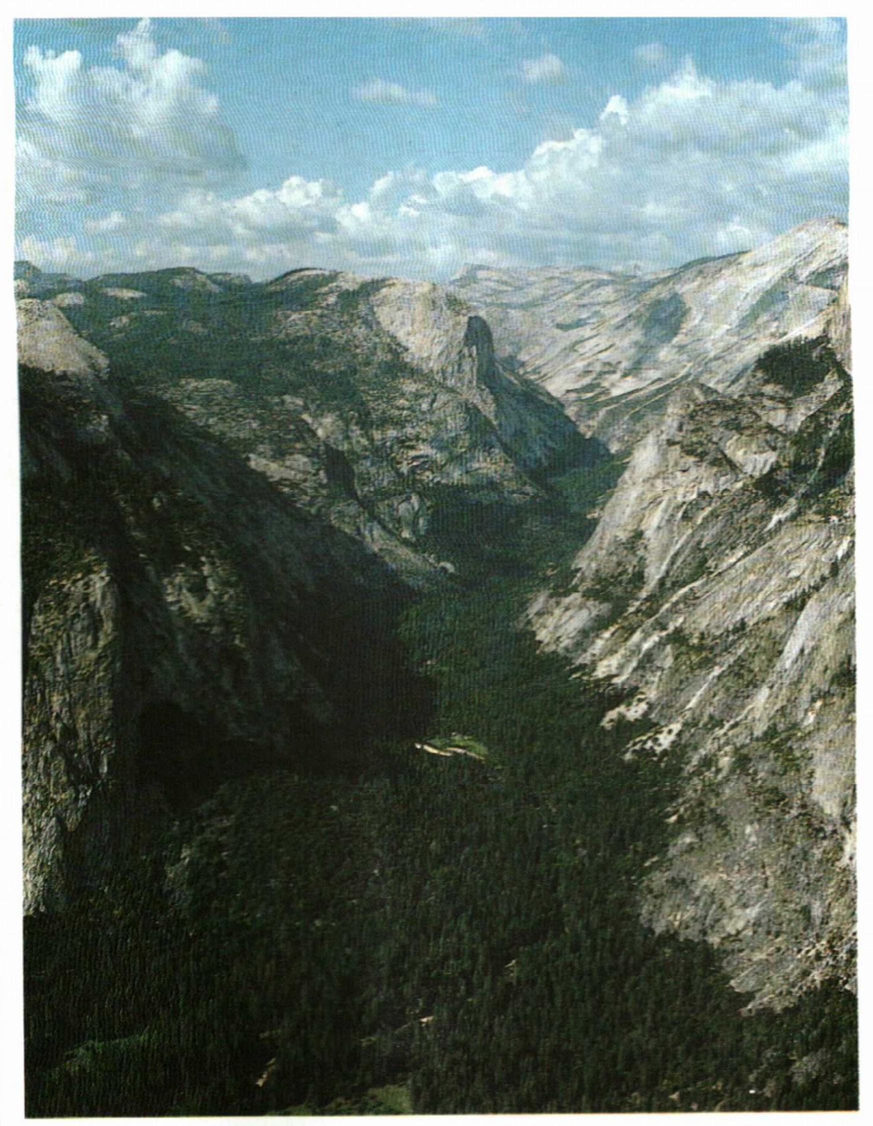
This is incredible! But why did he do it? ___

For money, dear. That's all men really care about. He knew Hawkswell stocks were undervalued, and he knew there was going to be a takeover because that greasy little toad Greeley told him. So he disinvested all his money, bought as much Hawkswell stock as he could, and sold it again when it was worth nearly three times as much. ___

But what's going to happen now? Once a multinational like Cooper Smith takes us over, almost everyone'll be out of a job. It's semi-official. They say they want to rebuild the company completely. ___

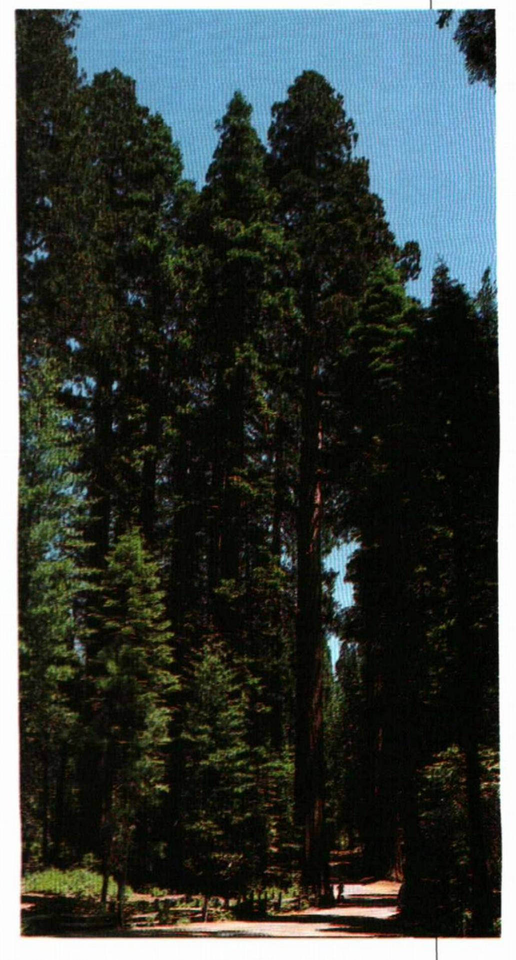
Nonsense, my dear. The great thing about being a woman is you know when to listen to your instinct. After the meeting the other day, I took one or two little precautions. No-one's going to be out of a job. Except Sir Francis and his horrible little friend from Cooper Smith. Everybody makes mistakes, and this time it's Sir Francis who has misplaced his trust. You'll see. ___

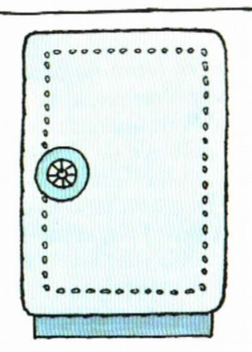




Yosemite National Park

También en Sierra Nevada se halla otro antiguo parque, el Yosemite National Park, instituido en 1890. Sus riquezas son de carácter eminentemente geológico: en épocas prehistóricas, la región estuvo cubierta por el mar que, al retirarse, dejó el campo a los agentes volcánicos y atmosféricos. Como resultado surgieron originales formaciones rocosas: cúpulas, picos y el mayor monolito granítico del mundo, El Capitán. Algunas de las fuerzas de la naturaleza que siguen modelando la fisonomía del lugar son bien visibles: por ejemplo, las cataratas, una de las cuales cae desde una altura igual a nueve veces las de Niagara Falls.





A quick report on the situation

Sir Francis' dirty tricks, of course, electrify the atmosphere at the Stock Exchange, as you'll be able to hear from the reporter there. For the LISTENING section of this Unit you won't be required to look at pronunciation problems or intonation.

Instead, your're going to listen to an extract from the midday news on the radio on the day Sir Francis sells his shares to Cooper Smith International.

The reporter, of course, talks very quickly, even quicker than is normal in English, because he has to get as much information in as he can. But don't worry about trying to understand every word. The aim of the exercise is simply to understand the main points of his report.

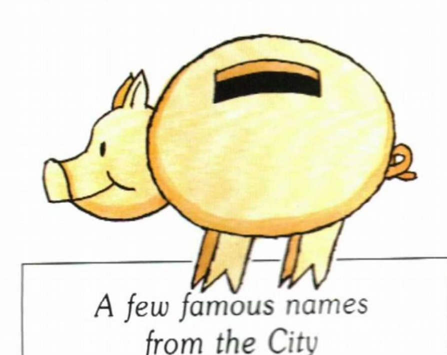
So cover the text, listen to the report once and then try to make a list of the most important things he says. Then listen again and change your list if you think that there is something you have left out or want to add. Then look at the text again and see whether you are right or not.

News from the Stock Exchange

Don't read this until you have listened to it at least twice!

And now, for the latest news from the Stock Exchange, here's Daniel Knutt.

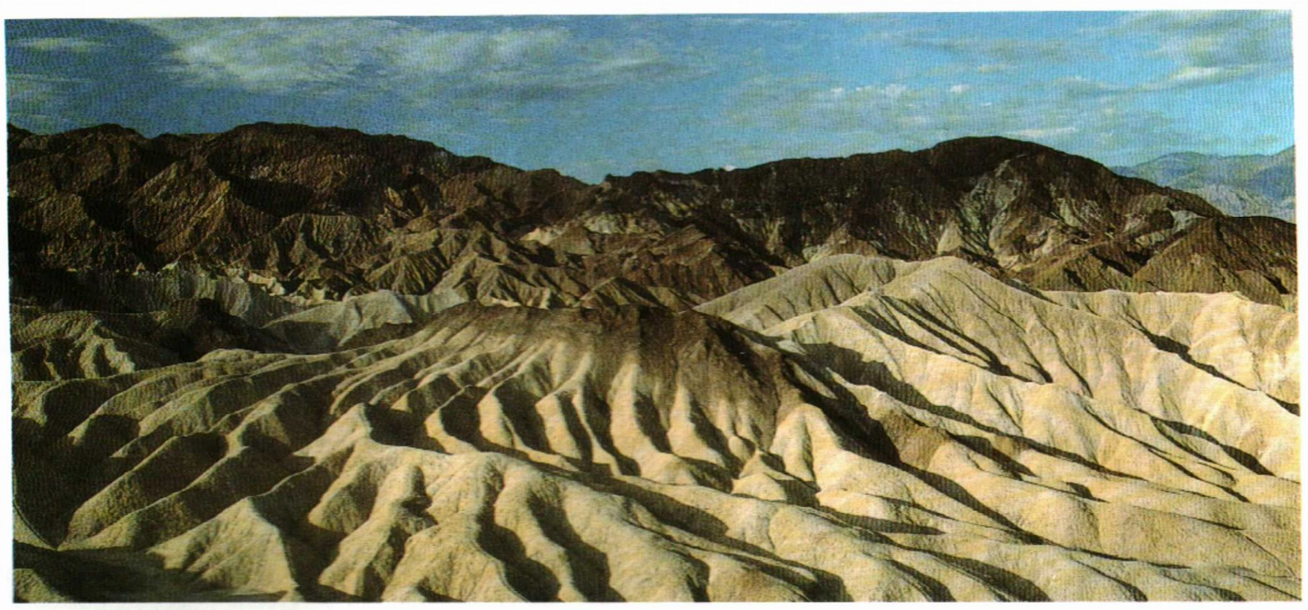
Traders here were stunned this morning by the latest news in the Cooper Smith/Hawkswell takeover saga. Hawskswell shares rose once again when trading started this morning to nearly three times their pre-takeover bid price. Then, incredibly, Cooper Smith announced that they had come into possession of an extra 15 % of Hawkswell's stock from an undisclosed source, bringing their total share in the company to 54 %. Immediately, Hawkswell's share price began to fall. But the drama still wasn't finished. At 11.45, Stock Exchange authorities suspended all trading in shares of both Hawkswell and Cooper Smith. Nobody yet knows why, and no explanation has yet been given, but there are rumours that Hawkswell's managing director, Sir Francis Pending, could be involved. That's all from me. Back to the studio.



A few famous names from the City

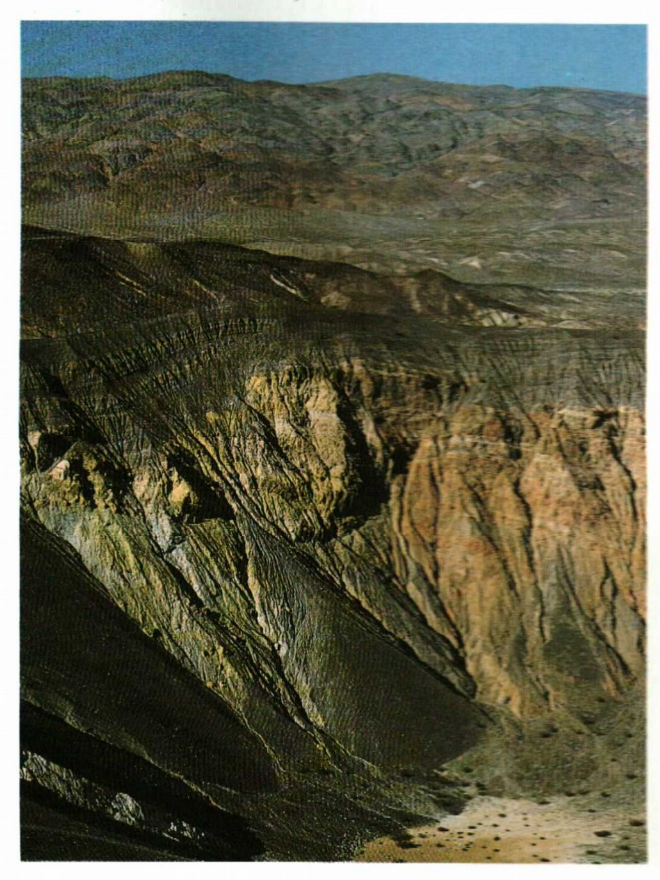
When you move around the world of high finance in the UK, you meet some fairly interesting characters. Have you ever heard of the Old Lady of Threadneedle Street, for example? And how about Ernie? If you're lucky, you'll even be able to find a 'sleeping partner'. And there's plenty of wildlife, too: the Stock Exchange is full of 'bulls' and 'bears', for example.

You may be asking yourselves what all these strange characters have to do with business and finance. In fact, they are all nicknames. The Old Lady of Threadneedle Street is no other than the Bank of England, which has its central office in Threadneedle Street in London. The name Ernie comes from the first letters of 'Electronic random number indicating equipment'. It's a special computer unit used by the Post Office to select the winners of premium bonds, a type of state lottery. A 'sleeping partner' is a person who provides the capital for a company, but doesn't actually take an active interest in it. 'Bulls' are stockbrokers who buy shares hoping they will rise, so that they can sell them later at a profit, while 'bears' are just the opposite: stockbrokers who sell their shares hoping they will fall so that later they can buy them back more cheaply.



Un descenso infernal al Death Valley

Antes de llegar a los acogedores valles de California, las caravanas procedentes del Este tenían que superar el último y más temible obstáculo: una depresión tórrida a casi cien metros bajo el nivel del mar, donde la temperatura estival roza los 56°C. Por esto, el nombre de Valle de la Muerte no es inapropiado, dado que muchos colonos y buscadores de oro encontraron aquí un mísero fin. Para los visitantes actuales, en cambio, la fama de lugar infernal agrega a estos soberbios escenarios una fascinación siniestra. Los juegos de luces en las fosas incandescentes y en las dunas onduladas garantizan un singular espectáculo, sobre todo al alba y al crepúsculo. Entre los lugares más visitados están Artist's Drive (abajo a la derecha), Zabriskie Point (foto de arriba), donde fue rodada la secuencia culminante de la película homónima de Antonioni, y Scotty's Castle (bajo estas líneas).



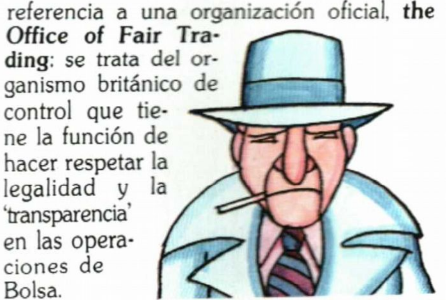




Margaret derrota a Sir Francis

Aun los planes más perfectos pueden fallar. Eso precisamente le ocurre a sir Francis, que, a pesar de todos sus cálculos, ha sido hábilmente engañado por una colega más astuta que él. Y he aquí que, en el momento de huir a Suiza, es arrestado. Pero si quiere descubrir cómo la astuta Margaret ha logrado malograr sus planes, preste particular atención a la segunda parte de la siguiente conversación.

Los vocablos nuevos que escuchará son casi todos fácilmente deducibles por el contexto. No obstante, vale la pena citar los verbos **to crack** (quebrar), **to turn around** (hacer cambiar la bandera), **to stick around** (remolonear, rondar), **to swing** (aquí usado coloquialmente con el significado de 'lograr', 'alcanzar un objetivo') y las expresiones **to come to a halt** (detenerse, terminar) y **to freeze someone's assets** (congelar los bienes de alguien). Además el agente del servicio de seguridad del aeropuerto hace referencia a una organización oficial, **the Office of Fair Trading**: se trata del organismo británico de control que tiene la función de hacer respetar la legalidad y la 'transparencia' en las operaciones de Bolsa.





LEST CALL FOR ZURICH

~ Sir Francis Pending? ___
~ Yes? Who are you? ___
~ I'm Detective Chief Superintendent Baker from Airport Security. I was wondering if you would like to accompany me to my office. ___
~ Er... yes... of course. Come on, Peter. ___
~ Now then, Sir Francis, I'm afraid I'm going to have to take you along to Scotland Yard. ___
~ Why? What have I done? ___
~ I've just received a phone call from some gentlemen there from the Office of Fair Trading. They would like to have a word with you. Something about illegal trading on the Stock Exchange, I believe, and the misuse of classified company information. ___
~ But... how... who... what about my son-in-law? ___
~ He has not been asked for, sir.
~ What do you mean he hasn't been asked for? Oh, my God, no. Peter. You! You sold me down the river! I'll... ___
~ That'll be all, sir, thank you. Take him away, Beefley. ___
~ Well, Margaret. You must be pleased with yourself. ___
~ Yes. I suppose I am. But to be honest, I would rather have avoided it all. ___
~ Why? You've got rid of the biggest obstacle to your career — Sir Francis Pending. ___
~ I know. But the company's image is bound to suffer. And Sir Francis would have gone soon anyway. He was beginning to make too many mistakes. ___
~ How did you organize it all? ___
~ Well, it wasn't difficult. Peter cracked as soon as I started asking the right questions, so he wasn't difficult to turn around. The offer of the vice-chairmanship helped — even if I'm in no position to guarantee it for him. Uriah Heep at the bank realised the error of his ways as soon as I told him that he was liable for prosecution. I told him that as I knew everything about what Sir Francis was doing, a nice long prison sentence was inevitable if he didn't help me put Sir Francis behind bars. The fact that I didn't know what Sir Francis was really up to yet didn't seem to enter his tiny mind. Then, of course, I got all the information I needed from you-know-who. In addition, I called Anderson at Lebrand's as soon as I realized there was something fishy happening, and told him to send the reports straight to me. I persuaded him to get them ready for August 1st. He agreed. ___
~ You are incredible, do you know that? ___
~ No, not incredible. I just put two and two together. As they say in Hollywood, 'Stick around, baby. You may learn something new'. Ok. Come on. The shareholders are waiting for us. ___



~ Margaret. ___
~ Teddy, darling. How are you? ___
~ Fine. Sorry I'm a little late. I had a little something to do at the Office of Fair Trading. ___
~ That's okay. How was Sir Francis? ___

~ Sad. ___
~ I can imagine. It's a shame he had to end his career like this. Why do people do these things? ___
~ Don't ask me, honey. Anyway, how did the shareholder's meeting go? ___
~ Fine. You are now looking at the new Managing Director of Hawkswell International. ___
~ You don't say? How did you swing that one? ___
~ Well, after I explained to the shareholders how I stopped the company from being taken over, managed to get our major competitor's assets frozen, and guaranteed them two major new product launches in four months' time, I suppose thet felt they had no choice. ___
~ And Peter? ___
~ Oh, Peter's vice-chairman. Just like I promised him. He's no threat. Thanks for your help, darling.
I couldn't have done it without you. ___
~ Oh yes, you could. That's what worries me. As I said to Sir Francis, I never mix business with pleasure — that's why I never told him about us — but this time I had no option. I'm an American citizen, and if I do something wrong, my life in this country would come to an abrupt halt. And we don't want that, to we? ___
~ Why not? You would succeed anywhere, and you know it. ___
~ But there are some things more important than success. ___
~ Por example? ___
~ Listen, Ms Managing Director. You've had all the information you're going to have for one day. At least until they bring us the champagne. ___





The Chancellor of the Exchequer

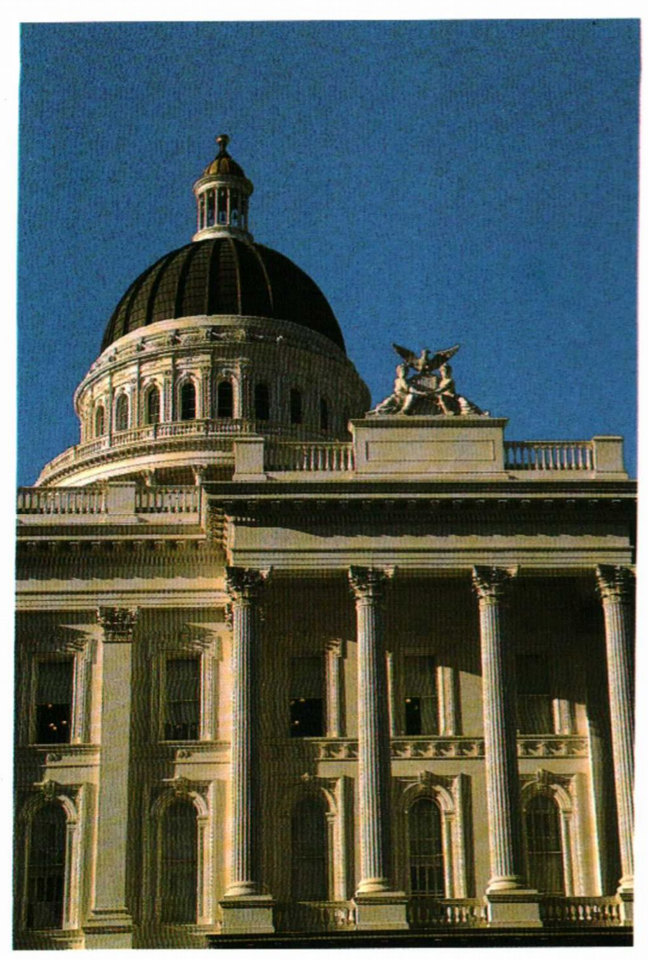


In England, the minister in charge of the Government's money and monetary policy (usually the most important person in the land after the Prime Minister) is called the Chancellor of the Exchequer. A strange name, indeed. But where does it come from?

Well, 'Chancellor' comes from Latin, of course. In roman law courts, the 'cancellarius' was a kind of usher.

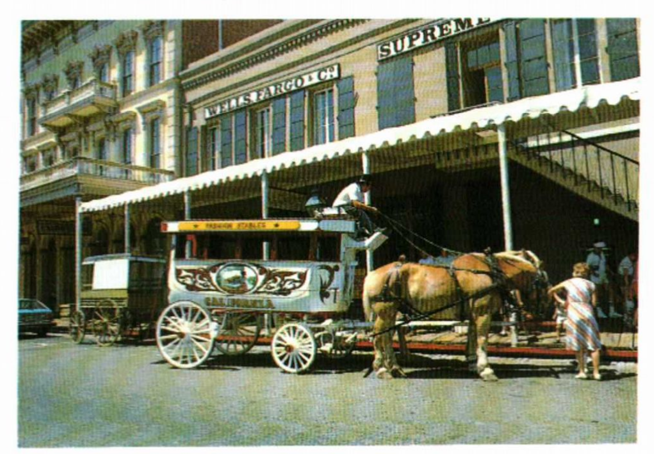
Many European countries have used the word for different offices (in Germany, for example, the chancellor is a little like the Prime Minister).

More unusual, thought, is the origin of the word 'exchequer'. It actually derives from the word for a piece of cloth made up of black and white squares (a bit like a chessboard). This piece of cloth was once used for making calculations, somewhat like a primitive calculator or abacus!



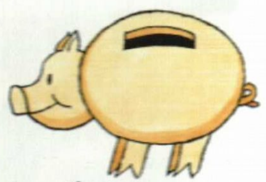
A la sombra del Capitolio, la vieja Sacramento

En Sacramento, capital de California, el estado norteamericano más poblado (aproximadamente veintidós millones de habitantes), viven sólo 250.000 personas. No obstante, la posición central en el Great Valley, a lo largo del río que le da nombre, ha permitido a la ciudad un sólido desarrollo económico, basado en el comercio de los productos agrícolas y en la industria alimentaria. Otro punto fuerte es la función de nudo ferroviario, al estar en el cruce de dos líneas transcontinentales. Pero Sacramento debe su fortuna inicial a la explotación del oro: fundada en 1849, a los pocos años, en 1854, se transformó en capital. La zona más antigua, que conserva numerosos edificios del siglo XIX, surge en la orilla izquierda del río, en torno al palacio del Capitolio (foto de al lado).





Me preguntó si debía usar una conjunción u otra



Las preguntas en estilo indirecto

Las preguntas formuladas de modo indirecto no tienen la misma sintaxis que las directas: en efecto, no se utiliza el auxiliar **to do** y no se verifica ninguna inversión entre el eventual auxiliar y el sujeto. Si no está presente una **question word**, normalmente son introducidas por la conjunción **if** o bien por **whether**. El verbo **to say**, que generalmente introduce las preguntas directas, es sustituido por **to ask**:

I said to Anderson: 'How long will the study take to complete?'.

I asked Anderson how long the study would take to complete.

I asked him whether he would be able to get a preliminary report by August.

Las conjunciones if y whether

Estos dos términos son intercambiables cuando introducen una pregunta en estilo indirecto. No obstante, se prefiere usar **whether** cuando en una pregunta se presenta una alternativa entre dos o más posibilidades, separadas por la conjunción **or**:

I asked him whether it would be ready in August or in September.

En otros casos la conjunción **whether** es obligatoria: cuando existe una preposición introductiva, cuando la oración principal está en forma pasiva, antes de un infinitivo o, finalmente, después de ciertos verbos (**to discuss**, por ejemplo):

I'm a little worried about whether we'll be able to go ahead with the launch or not.

I'm not sure whether to tell you this.

We discussed whether to launch the product in September or October.

Nuevos pronombres

Los términos **some**, **any**, **either**, **neither** y **both** tienen también la función de pronombres: es decir, pueden aparecer solos, sustituyendo, de este modo, al elemento al cual se refieren. En presencia de un artículo, de un adjetivo demostrativo o posesivo o de otro pronombre, a menudo van acompañados por la preposición **of**: **some of the workers**; **both of these companies**, **either of my sons**, **any of us**. He aquí algunos ejemplos de su uso pronominal:

Here is Sheila with coffee. If you'd like some, help yourselves.

Even if we can't get both onto the market in time, at least let's try to get one onto the market.

There could be a lot in it for both of us.

I don't really trust either.

Have you seen those reports on my desk? There weren't any.

En los ejemplos presentados a continuación se puede advertir que el verbo que sigue a **either**, en las frases en forma negativa, o **neither**, puede estar tanto en plural como en singular; en cambio, cuando **either** se halla en una oración afirmativa, como en el último ejemplo, el verbo se conjuga en la tercera persona del singular:

If neither appears before Christmas, the company will be heading for disaster.

If neither appear before Christmas, the company will be heading for disaster.

I don't think either of them is going to sell well.

I don't think either of them are going to sell well.

Sir William and Sir Frederick are both clever. Either of them is capable of being managing director.

Un uso especial del verbo need

El verbo **need** puede ir seguido por la forma pasiva del infinitivo o por el gerundio; ambas construcciones tienen igual significado:

There are some documents that need to be signed.

There are some documents that need signing.

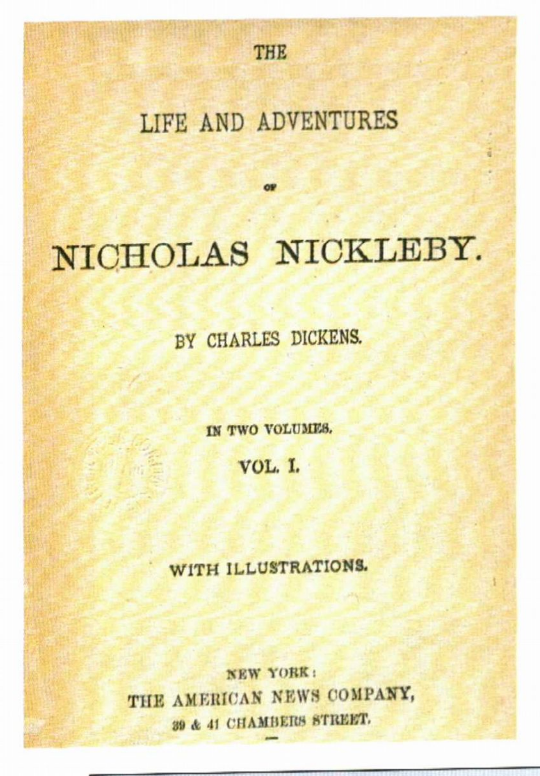
Es oportuno recordar que en la construcción con **need** y el gerundio, pero no en aquella con la forma pasiva del infinitivo, puede reemplazarse **need** por los verbos **to require** y **to want**.

Algunos prefijos

El conocimiento de los prefijos y de los sufijos usados en inglés puede ser muy valioso para ampliar su vocabulario. Además, algunos de ellos son iguales o similares a los usados en español. El prefijo *un-* precediendo a un adjetivo o un adverbio niega su significado (como en **unprofitable**, que significa 'no provechoso'), mientras que si acompaña a un verbo, le confiere el significado opuesto: **to unblock** (desbloquear), por lo tanto, es lo contrario de **to block** (bloquear), **to untie** (desatar) de **to tie** (atar) y así otros. También el prefijo *in-* (que se transforma en *im-* delante de *p*, *b* y *m*; *ir-* precediendo a la *r*, e *il-* delante de *l*) expresa lo contrario de la palabra que precede: **incredible**, **impossible**, **irregular**, **illogical**. En cambio, el prefijo *non-* se limita a negar el significado (**non-alcoholic**). Es también negativo el significado del prefijo *dis-* (como en **dishonesty**), que cuando aparece delante de un verbo significa 'hacer lo contrario de': **to disinvest**, **to disapprove**. *Mis-* es un prefijo con valor peyorativo, que significa 'hacer algo mal': **to misplace** (colocar en el lugar equivocado), **to misunderstand** (malentender). El prefijo *re-* equivale al de igual grafía española: **to rebuild**, **to reinvest**, así como también *pre-*, *sub-*, *multi-* y *semi-*: **precaution**, **subconscious**, **multinational**, **semi-official**. Finalmente, los prefijos **under-** y **over-** tienen el significado de 'demasiado poco' y 'demasiado', respectivamente: **to underestimate**, **to overestimate**, **undervalued**, **overvalued**.

En esta sección ha aprendido:

- cómo formular algunos tipos de preguntas en el estilo indirecto;
- el uso de las conjunciones **if** y **whether**;
- los adjetivos **some**, **any**, **either**, **neither** y **both** con función pronominal;
- la doble construcción de **need**;
- un grupo de prefijos y su significado.



THE

LIFE AND ADVENTURES

OF

NICHOLAS NICKLEBY.

BY CHARLES DICKENS.

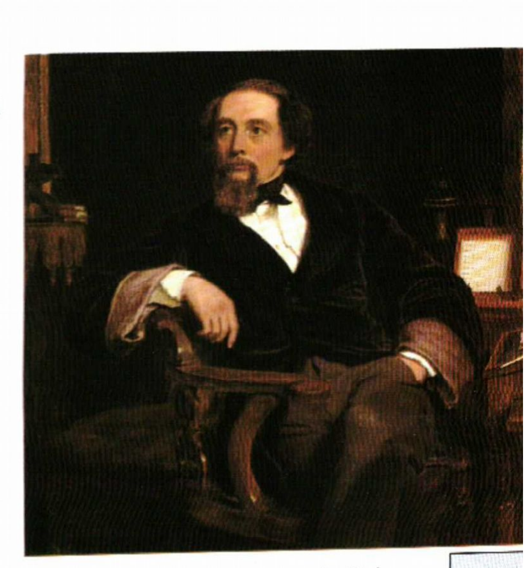
IN TWO VOLUMES.

VOL. I.

WITH ILLUSTRATIONS.

NEW YORK:
THE AMERICAN NEWS COMPANY,
39 & 41 CHAMBERS STREET.

Cómo obtener el perdón de la esposa



Arriba, un retrato de Dickens a la edad de cuarenta y siete años. A la izquierda y en la página siguiente, la portada y una ilustración de «Nicholas Nickleby».

El episodio presentado aquí ha sido tomado de **«Nicholas Nickleby»**, famosa novela del escritor inglés Charles Dickens.

Uno de los personajes es Madame Mantalini, propietaria de una sastrería. Es una mujer honesta y trabajadora que tiene un marido que despilfarra, sin la menor consideración, el dinero que ella gana. Y no sólo esto: consciente del afecto que ella siente hacia él, Mantalini simula locura y desesperación cada vez que tiene problemas, para esconder su verdadera naturaleza y así provocar la compasión de su esposa.

Pero un día se presentan en casa de los Mantalini dos señores, Scaley y Tix, con un mandato de embargo: la quiebra total de la empresa. La escena que sigue, en puro estilo dickensiano, es una sabia combinación de tragedia y comedia, de ironía y humorismo.

'Then,' said Mr Scaley, producing[1] a small document from his pocket and unfolding it[2] very slowly, 'this is a writ of execution[3], and if it's not convenient to settle[4] we'll go over the house at once[5], please, and take the inventory[6].'

Poor Madame Mantalini wrung her hands for grief[7], and rung the bell for her husband: which done[8], she fell into a chair and a fainting fit, simultaneously[9]. [...]

Such was the posture of affairs[10] when Mr Mantalini hurried in[11]. [...] 'What's the demd[12] total?' was the first question he asked.

'Fifteen hundred and twenty-seven pound, four and ninepence ha'[13] penny', replied Mr Scaley, without moving a limb[14].

'The halfpenny be demd,' said Mr Mantalini, impatiently.

'By all means[15] if you wish it', retorted[16] Mr Scaley; 'and the ninepence.'

'It don't[17] matter to us if the fifteen hundred and twenty-seven pound went along[18] with it, that I know on[19],' observed Mr Tix.

'Not a button[20],' said Scaley.

'Well,' said the same gentleman, after a pause, 'What's to be done – anything? Is it only a small crack, or a out-and-out smash[21]? A break-up of the constitution[22] is it – very good. Then Mr Tom Tix, esk-vire, you must inform[23] your angel wife and lovely family as you won't sleep at home for three nights to come, along of being in possession here[24].

1. **Producing:** extrayendo.
2. **Unfolding it:** desplegándolo (**to unfold** es lo contrario del verbo **to fold**, 'plegar').
3. **Writ of execution:** orden de embargo.
4. **To settle:** saldar (pagar) (sobreentendida 'la deuda').
5. **We'll go over the house at once:** registraremos la casa de inmediato.
6. **Inventory:** inventario.
7. **Wrung her hands for grief:** se retorcía las manos por el dolor. El paradigma del verbo es **to wring - wrung - wrung**.
8. **Which done:** una vez hecho esto.
9. **A fainting fit, simultaneously:** al mismo tiempo se desvaneció.
10. **Posture of affairs:** situación.
11. **Hurried in:** llegó corriendo.
12. **Demd:** maldito.
13. **Ha':** medio. Es la contracción de **half**.
14. **Without moving a limb:** sin inmutarse.
15. **By all means:** ciertamente.
16. **Retorted:** replicó.
17. **Don't:** debería ser **doesn't**, pero, con este error, Dickens quiere subrayar la ignorancia del señor Tix.
18. **Went along:** se fuesen.
19. **That I know on:** que yo sepa.
20. **Not a button:** no importaría un comino.
21. **A small crack, or a out-and-out smash:** una pequeña quiebra o una verdadera bancarrota.
22. **Constitution:** empresa.
23. **Esk-vire, you must inform:** distinguido, usted debe informar. **Esk-vire** debería escribirse **esquire**.
24. **You won't sleep at home for three nights to come, along of being in possession here:** no dormirá en su casa en las próximas tres noches, por permanecer ésta ocupada.
25. **What's the good of the lady a fretting herself?** ¿De qué sirve que la señora se lo tome tan a pecho?
26. **Sobbed:** sollozaba.
27. **I des-say:** corresponde a la expresión **I dare say.**
28. **What a consolation oughtn't that to be to her feeling:** esto debería ser un consuelo para su ánimo.
29. **My cup of happiness's sweetener:** dulzura de mi copa de felicidad. Mantalini trata de obtener el perdón usando palabritas dulces.
30. **Approaching:** acercándose a.
31. **Penitent:** arrepentida.
32. **Doubtless:** sin duda.
33. **No sooner:** apenas.
34. **In a tone of grief and severity:** en un tono afligido y severo.
35. **He recoiled several paces:** retrocedió algunos pasos.
36. **Assumed an expression of con-**

What's the good of the lady a fretting herself?[25]' continued Mr Scaley, as Madame Mantalini sobbed[26]. 'A good half of what's here isn't paid for, I des-say[27], and what a consolation oughtn't that to be to her feelings[28]!' [...]

'My cup of happiness's sweetener[29],' said Mantalini, approaching[30] his wife with a penitent[31] air; 'will you listen to me for two minutes?'

'Oh! don't speak to me,' replied his wife, sobbing. 'You have ruined me, and that's enough.'

Mr Mantalini, who had doubtless[32] well considered his part, no sooner[33] heard these words pronounced in a tone of grief and severity[34], than he recoiled several paces[35], assumed an expression of consuming mental agony[36], rushed headlong[37] from the room, and was, soon afterwards, heard to slam the door of an up-stairs dressing-room[38] with great violence.

'Miss Nickleby,' cried[39] Madame Mantalini, when this sound met her ear, 'make haste for Heaven's sake[40], he will destroy himself! I spoke unkindly[41] to him, and he cannot bear it[42] from me. Alfred, my darling Alfred.'

With such exclamations, she hurried up-stairs, followed by Kate. [...] The dressing-room door being hastily flung open[43], Mr Mantalini was disclosed to view[44], with his shirt-collar symmetrically[45] thrown back: putting a fine edge to[46] a breakfast knife by means of his razor strop[47].

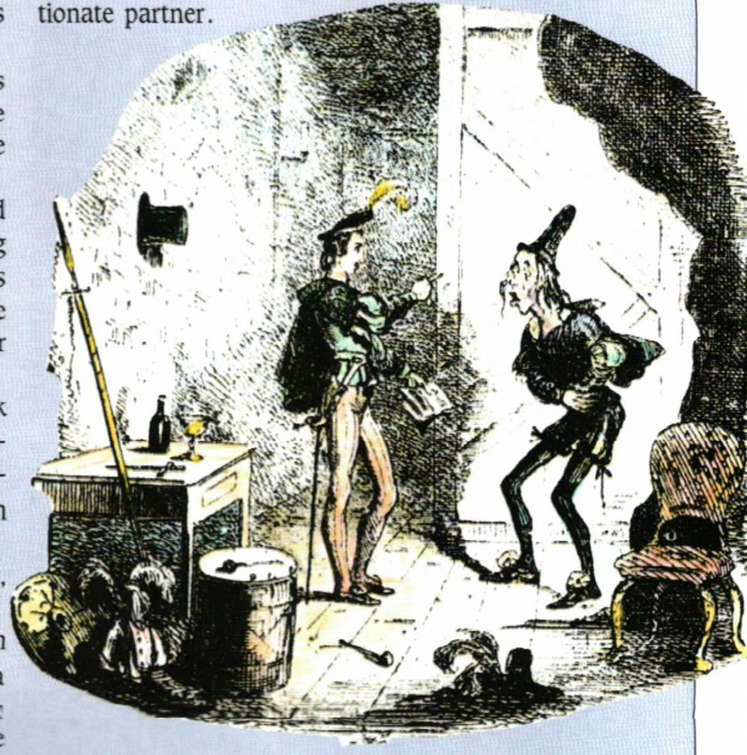
'Ah!' cried Mr Mantalini. 'Interrupted[48]!' and whisk went[49] the breakfast knife into Mr Mantalini's dressing-gown[50] pocket, while Mr Mantalini's eyes rolled[51] wildly, and his hair, floating in wild disorder, mingled with his whiskers[52].

'Alfred,' cried his wife, flinging her arms about him[53], 'I didn't mean to say it, I didn't mean to say it!'

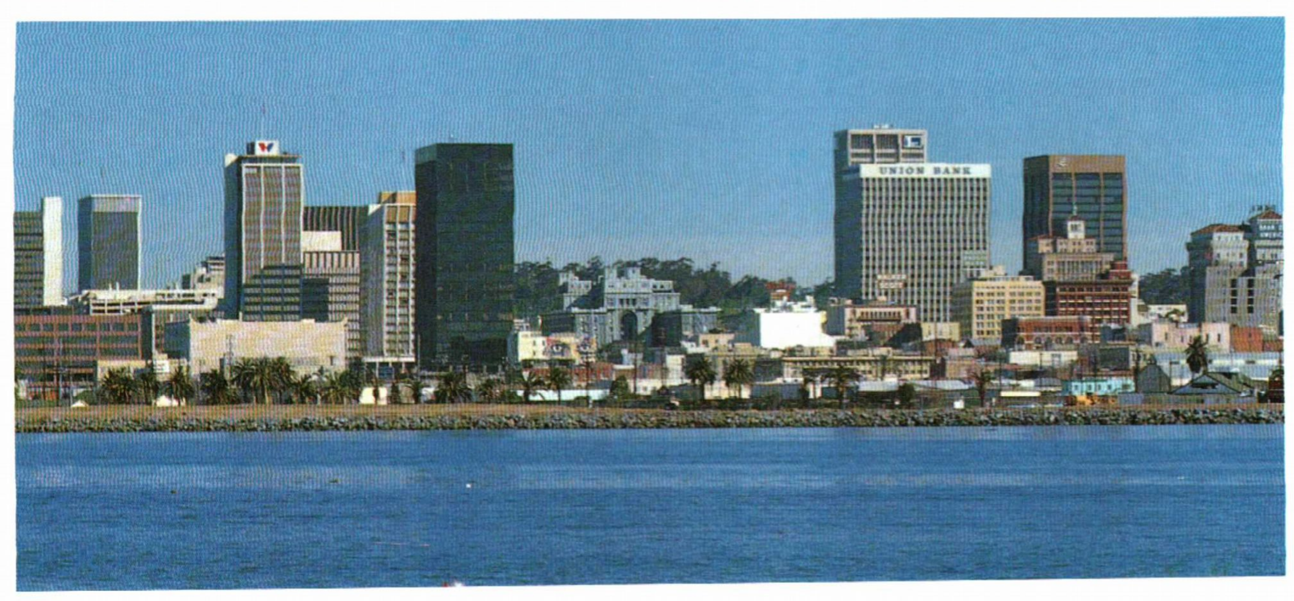
'Ruined!' cried Mr Mantalini. 'Have I brought ruin upon[54] the best and purest creature that ever blessed a demnition vagabond[55]! Demmit, let me go.' At the crisis of his ravings[56] Mr Mantalini made a pluck at[57] the breakfast knife, and being restrained[58] by his wife's grasp[59], attemped to dash[60] his head against the wall – taking very good care to be at least six feet from it.

'Compose yourself[61], my own angel,' said Madame. 'It was nobody's fault[62]; it was mine as much as yours, we shall do very well yet[63]. Come, Alfred, come.'

Mr Mantalini did not think proper to come to, all at once[64]; but, after calling several times for poison, and requesting[65] some lady or gentleman to blow his brains out, gentler feelings came upon him, and he wept pathetically[66]. In this softened frame of mind he did not oppose the capture[67] of the knife – which, to tell the truth[68], he was rather glad to be rid of[69], as an inconvenient and dangerous article[70] for a skirt pocket – and finally he suffered himself to be led away[71], by his affectionate partner.



suming mental agony: asumió la expresión de (un hombre) consumido por el tormento interior.
37. **Headlong:** precipitadamente.
38. **Up-stairs dressing-room:** vestidor del piso superior.
39. **Cried:** gritó.
40. **Make haste for Heaven's sake:** dése prisa, por el amor de Dios.
41. **Unkindly:** groseramente.
42. **Bear it:** sopórtalo.
43. **Being hastily flung open:** fue abierta rápidamente de par en par.
44. **Was disclosed to view:** apareció a la vista.
45. **Shirt-collar symmetrically:** cuello de la camisa simétricamente.
46. **Putting a fine edge to:** afilando.
47. **By means of his razor strop:** con su asentador.
48. **Interrupted:** detenido.
49. **Whisk went:** voló.
50. **Dressing-gown:** bata.
51. **Rolled:** rodaban.
52. **Floating in wild disorder, mingled with his whiskers:** revoloteando en un loco desorden, se confundían con sus patillas.
53. **Flinging her arms about him:** echándole los brazos al cuello.
54. **Brought ruin upon:** causando la ruina de.
55. **Purest creature that ever blessed a demnition vagabond:** la más pura criatura que haya hecho feliz a un maldito vagabundo.
56. **At the crisis of his ravings:** en el colmo de su delirio.
57. **Made a pluck at:** trató de aferrar.
58. **Restrained:** retenido.
59. **Grasp:** presa.
60. **Attemped to dash:** trató de golpear.
61. **Compose yourself:** cálmate.
62. **Fault:** culpa.
63. **We shall do very well yet:** nos las arreglaremos muy bien.
64. **Did not think proper to come to, all at once:** no consideró oportuno ir enseguida.
65. **Requesting:** haber pedido.
66. **To blow his brains out, gentler feelings came upon him, and he wept pathetically:** que le saltara los sesos, le sobrevinieron sentimientos más amables, y lloró de modo patético. Mantalini sabe que ya está perdonado.
67. **Softened frame of mind he did not oppose the capture:** estando de ánimo más tranquilo no se opuso al embargo.
68. **Truth:** verdad.
69. **To be rid of:** librarse.
70. **Inconvenient and dangerous article:** objeto molesto y peligroso.
71. **He suffered himself to be led away:** se dejó llevar. El uso del verbo **to suffer** con el significado de 'permitir', 'dejar' es decididamente arcaico.

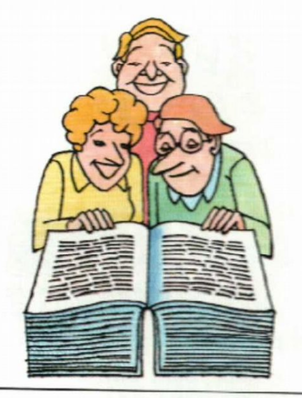




La verde San Diego

Muy próxima al límite con México, en una providencial bahía de la costa californiana, surge la ciudad portuaria de San Diego: hacia el interior, la ciudad se extiende placenteramente sobre suaves colinas; en la costa, algunas pequeñas penínsulas son aprovechadas como muelles naturales. En la Old Town (foto de al lado) se hallan residencias y edificios comerciales de época victoriana, hoy día revalorizados como despachos y restaurantes selectos. El Balboa Park (abajo), creado en 1868, albergó en 1915 y en 1935 dos importantes exposiciones comerciales, y muchos de sus actuales edificios reproducen los pabellones erigidos en aquellas ocasiones. También se pueden admirar ejemplos de arquitectura de estilo hispánico.





Synonyms and Antonyms

En esta sección vamos a tratar brevemente de dos vocablos: ***asset*** *y* ***trim****, en algunos de sus usos.*

El término ***asset****, en primer lugar, significa sobre todo 'calidad', 'mérito', 'ventaja', como en la siguiente frase:* ***One of her greatest assets is her patience****.*

En cambio, en el inglés financiero, este vocablo se utiliza casi siempre en plural y equivale al 'activo', a los 'fondos'; los ***assets****, por consiguiente, son el conjunto de los bienes propiedad de una empresa o de un particular, es decir su patrimonio. A lo largo de esta Unidad, dicho término lo ha encontrado usado precisamente con esta acepción.*

Cuando se habla de aviones o de barcos, el término que hay que usar es ***trim****; 'un avión bien equipado' corresponde a* ***plane in good trim****. La expresión 'en equipo de guerra' se traduce en inglés como* ***in fighting trim*** *si se refiere a una flota aérea, pero debe traducirse con la locución* ***on a war footing*** *cuando se habla de un ejército.*



Negocios y placer

(to) be out of a job	estar desempleado
(to) come into possession of something	entrar en posesión de algo
(to) come to a halt	detenerse, terminar
(to) freeze someone's assets	congelar los bienes de alguien
(to) have a word with someone	tener unas palabras con alguien
inside information	informaciones reservadas
it's a shame	es una lástima
(to) mix business with pleasure	mezclar los negocios con el placer
(to) put someone behind bars	meter a alguien entre rejas
(to) put two and two together	sumar dos más dos
(to) realise the error of one's ways	darse cuenta de los errores propios
(to) sell someone down the river	traicionar a alguien
you don't say!	¡no me digas!
you-know-who	quien tú sabes

agenda	orden del día
assets	patrimonio
bank account	cuenta bancaria
(to) be bound to	estar destinado a
branch	delegación
career	carrera
chairman	presidente
company	empresa
competition	competencia
contact	contacto
(to) crack	quebrar
(to) disinvest	desinvertir
disloyal	desleal
(to) double	duplicar
(to) draw up	compilar, redactar
(to) fight back	contrarrestar
financial	financiero
fund	fondo
gift	regalo
(to) go on	suceder
head	jefe, responsable
(to) head for	dirigirse
(to) help oneself	servirse
(to) invest	invertir
investment	inversión
item	punto
(to) launch	lanzar
loyal	leal
market share	cuota de mercado
market survey	estudio de mercado
meeting	reunión
(to) misplace	colocar mal
misuse	uso impropio
(to) move on	continuar
multinational	multinacional
(to) peak	culminar
(to) plummet	precipitar
precaution	precaución
prefix	prefijo
preliminary report	informe preliminar
price	precio
product	producto



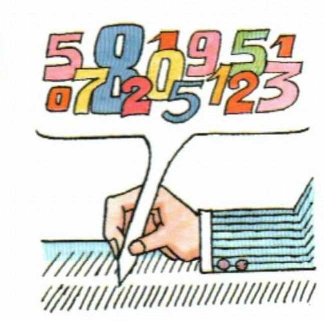
product launch	lanzamiento de un producto
range	gama
(to) rebuild	reconstruir
(to) report back	hacer un informe
(to) require	necesitar
sector	sector
semi-official	semioficial
share	título, acción
shareholder	accionista
share price	cotización
sly	astuto
(to) speed up	acelerar
(to) stick around	remolonear, rondar
stock	acción, capital accionario
stockbroker	agente de cambio
stock exchange	bolsa de valores
(to) suspend	suspender
(to) swing	lograr, llevar a término
(to) take over	tomar el control
takeover	adquisición, relevo
takeover bid	oferta pública de adquisición
trader	operador de Bolsa
trading	operaciones de Bolsa
transfer	transferencia
(to) treble	triplicar
(to) turn around	cambiar de bando
undervalued	infravalorado
undisclosed source	fuente secreta
vice-chairman	vicepresidente
vice-chairmanship	vicepresidencia
whether	si



Recordar México mirando los Estados Unidos

La historia de California del siglo pasado registra un paso gradual de la influencia mexicana a la estadounidense. En 1848 la región fue cedida por México a Estados Unidos en virtud del tratado de Guadalupe Hidalgo. Al poco tiempo, el descubrimiento del oro intensificó el interés de Estados Unidos hacia California, que entró a formar parte de la Unión en 1850. Este fue el período del primer gran incremento demográfico: en el lapso de seis años (de 1846 a 1852) la población pasó de diez mil habitantes a doscientos cincuenta mil. La ciudad de Monterrey fue capital de California antes de su ingreso en la Unión. Aún hoy día conserva el carácter hispánico, con más de cuarenta edificios construidos antes de 1850. En las fotos, la península de Monterrey.





Exercise 1

Añada **some, both, any, either, neither** o bien **one** en estas frases:

a) **Here are the copies of the market research report. Do you want _____ ?**
b) **His secretary brought in the coffee and asked everybody if they would like _____ .**
c) **Are we going to be able to launch the Xp850 and the Lx780? No, we aren't going to be able to launch _____ .**
d) **Are you worried about the Xp850 product launch or the Lx780 product launch? To be honest, I'm worried about _____ . _____ of them is going to be ready in time.**
e) **Why haven't you paid the taxes on your shares this years? Because I haven't got _____ .**
f) **It's not worth trying to find a computer program that can do this, because there just isn't _____ on the market.**
g) **If I offered you some Hawkswell shares, would you buy _____ ?**
h) **Do you think _____ of the two men is good enough to become managing director? No, _____ is.**
i) **Do you want to look at the report on the Xp850 or the Lx780? I'll have a look at _____ . They are _____ important for the future of this company.**
j) **There's some whisky in the drinks cabinet, Sir Francis. Help yourself if you'd like _____ .**

Exercise 2

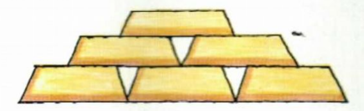
Descubra los prefijos que confieren un valor negativo a los siguientes vocablos; compruébelos en un buen diccionario antes de pasar a la solución:

a) **profitable**
b) **solvent**
c) **balance**
d) **honest**
e) **payment**
f) **reputable**
g) **effective**
h) **scrupulous**
i) **smoker**

Exercise 3

Transforme estas frases utilizando **need** y el gerundio. Observe el ejemplo: **There is something that has got to be done. There is something that needs doing.**

a) This report has to be looked at.
b) Our new range of products has to be launched as soon as possible.
c) A takeover has to be thought about very carefully.
d) The company accounts have to be analysed.
e) I've got a cheque which has to be changed.
f) There are some documents which have to be drawn up.
g) The managing director's making a trip to Switzerland. That has to be organized, as well.
h) In my opinion, the managing director ought to be shot.
i) These taxes have to be paid as soon as possible.
j) Frankly, I think he ought to be sacked.

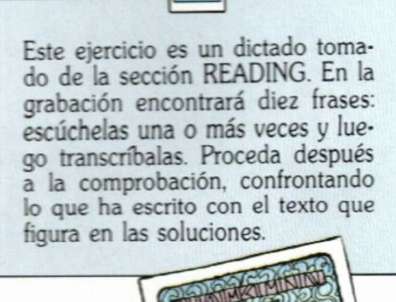


Exercise 4

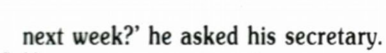
Lea muy atentamente estas definiciones. ¿Puede adivinar a qué palabras se refieren?

a) The money paid to a worker for the work he or she does.
b) The money paid to a clerk or a manager for the work he or she does.
c) A verb used to describe an attempt made by one company to gain control over another.
d) The money you have to pay to the State when you buy something or when you earn money.
e) An announcement put in the press or shown on television to try to make people buy a particular product.
f) The place where stocks and shares are bought and sold.
g) The buying and selling of goods or the exchange of goods for money on other goods.
h) A number of people united for business or commerce.
i) Someone who buys and sells stocks and shares.
j) A person who is in charge of a bank.

Exercise 5



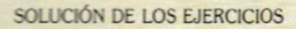
Este ejercicio es un dictado tomado de la sección READING. En la grabación encontrará diez frases: escúchelas una o más veces y luego transcríbalas. Proceda después a la comprobación, confrontando lo que ha escrito con el texto que figura en las soluciones.



Exercise 6

Pase al estilo indirecto estas frases:

a) 'Will the reports be ready in August or in September?' Peter asked Anderson.
b) 'How long is the product launch going to take?' asked the marketing manager.
c) 'Will you be at the shareholders' meeting?' she asked him.
d) 'Isn't there any way you can speed things up?', asked the managing director of Hawkswell.
e) 'Can't you arrange a meeting for next week?' he asked his secretary.
f) 'Are you sure you want me to transfer all the funds in your bank account?' the bank manager said.
d) 'Do you think I should call him back tomorrow?' asked the head of quantitative research.
h) 'When do you think we can start the advertising campaign?' she said.
i) 'Do you think we should try to take the company over?' said Cooper Smith's managing director.



SOLUCIÓN DE LOS EJERCICIOS

Exercise 1
a) one. b) some. c) either. d) both, neither. e) any. f) one. g) any. h) one either o neither. i) both, both. j) some.

Exercise 2
a) unprofitable. b) insolvent. c) imbalance. d) dishonest. e) non-payment. f) disreputable. g) ineffective. h) unscrupulous. i) non-smoker.

Exercise 3
a) This report needs looking at. b) Our new range of products needs launching as soon as possible. c) A takeover needs thinking about very carefully. d) The company accounts need analysing. e) I've got a cheque which needs changing. f) The are some documents which need drawing up. g) The managing director's making a trip to Switzerland. That needs organizing, as well. h) In my opinion, the managing director needs shooting. i) These taxes need paying as soon as possible. j) Frankly, I think he needs sacking.

Exercise 4
a) wages. b) salary. c) to take over. d) tax. e) advertisement o advert o ad. f) Stock Exchange. g) trade. h) company o firm. i) stockbroker. j) bank manager.

Exercise 5
He aquí el texto del dictado: My cup of happiness's sweetener, will you listen to me for two minutes? / Oh, don't speak to me. / You have ruined me, and that's enought. / Miss Nickleby, make haste for Heaven's sake, he will destroy himself. / I spoke unkindly to him, and he cannot bear it from me. / Ah! Interrupted! / Alfred, I didn't mean to say it! / Compose yourself, my own angel. / It was nobody's fault. / It was mine as much as yours, we shall do very well yet.

Exercise 6
a) Peter asked Anderson whether the reports woulds be ready in August or September. b) The marketing manager asked how long the product launch was going to take. c) She asked him whether he would be at the shareholders' meeting o she asked him if he would be at the shareholders' meeting. d) The managing director of Hawkswell asked if there was any way he could speed things up. e) He asked his secretary if she could arrange a meeting for the week after o he asked his secretary whether she could arrange a meeting for the week after. f) The bank manager asked if he was sure he wanted him to transfer all the funds in his bank account o the bank manager asked whether he was sure he wanted him to transfer all the funds in his bank account. g) The head of quantitative research asked if he thought he should call him back the next day o the head of quantitative research asked whether he thought he should call him back the next day. h) She asked when he (or she) thought they could start the advertising campaign. i) Cooper Smith's managing director asked if he (or she) thought they should try to take the company over o Cooper Smith's managing director asked whether he (or she) thought they should try to take the company over.



Vergeles y viñas milagrosas

Cual extrema frontera del Far West, California ha representado en la imaginación de muchos norteamericanos una especie de 'tierra prometida'. El amplio valle central, recorrido por los ríos Sacramento y San Joaquín, que confluyen para desembocar juntos en la bahía de San Francisco, goza de un clima envidiable. Si se suma a esta cualidad natural la obra de irrigación y el empleo de los medios mecánicos, se comprenderá por qué la agricultura ha alcanzado aquí el nivel más alto de la nación. Los cultivos de hortalizas y frutas son característicos de California; recientemente se ha impuesto la industria vinícola, capaz de hacer frente a los competidores europeos. En la foto de arriba, cultivos hortícolas en Soledad; bajo estas líneas, viñedos en el valle de Napa.

